



Fredericksburg City Council

Goals & Initiatives

For 2005 & 2006



Adopted February 8, 2005

Introduction

FREDERICKSBURG CITY COUNCIL MEMBERS

Thomas J. Tomzak, M.D.
Mayor

William C. Withers, Jr.
Vice-Mayor

Kerry P. Devine
Council Member

Deborah L. Girvan
Council Member

Thomas P. Fortune, M.D.
Council Member

Matthew J. Kelly
Council Member

Hashmel C. Turner, Jr.
Council Member

In adopting a set of goals and initiatives, the City Council sets the priorities for the City government to follow during the calendar years 2005 and 2006 and for the budget preparation cycles for Fiscal 2006 and 2007. These goals and initiatives advance the City toward the Council's future vision of Fredericksburg that is captured in the City Council Vision Statement (Resolution 05-01).

- ★ City Council **vision** sets an inspiring, compelling picture of our preferred future of the City of Fredericksburg in 10 to 20 years. The **vision principles** help drive decisions and programs.
- ★ City Council **goals** are the desired objectives to be accomplished in the near term. Elements of the vision are embedded in the goals.
- ★ City Council **initiatives** stem from the goals and focus on a few critical targets for the next two years. Initiatives are:
 1. *Specific*
 2. *Measurable*
 3. *Short-range* _ one to two years. (Long-range goals should be expressed as intermediate goals to be undertaken now to achieve the ultimate goal.)
 4. *By exception* _ that is, those that are truly above current policies and practices.
 5. *Not ranked in order*
 6. *Cost-counted* in time, money, and commitment
 7. Within the City's *power to achieve*

The stated goal areas are:

1. Character of the City
2. Neighborhoods
3. Education & Culture
4. Economic Vitality
5. Rappahannock River & the Natural Environment
6. Parks, Recreation & Open Space
7. Public Safety
8. Transportation
9. Governance

The City Council adopted these goals and initiatives based on three sources.

- ★ Citizen input before and during the Public Hearing of January 25, 2005
- ★ Staff input in the form of a discussion of major city issues entitled, Compelling Issues 2004, and
- ★ Council discussions at a September 2004 retreat and subsequent work sessions.



Phillip L. Rodenberg
City Manager

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Assistant City Manager

Contents

Introduction	1
Character of the City	3
A. COMPREHENSIVE PLAN UPDATE	
B. PRINCESS ANNE STREET GATEWAY OVERLAY DISTRICT	
C. HISTORIC PRESERVATION PLAN	
D. HISTORIC DISTRICT ORDINANCE	
E. GEORGE STREET IMPROVEMENT PROJECT	
F. DOWNTOWN PARKING PLAN	
G. SOPHIA STREET PARKING DECK	
Neighborhoods	4
A. NEIGHBORHOOD CHARACTER	
B. CONSOLIDATED PLAN FOR HOUSING	
C. CONNECTIVITY	
D. VACANT AND ABANDONED HOUSES	
E. MAJOR UNIVERSITY CAPITAL PROJECTS	
F. TREE PLANTING INITIATIVES	
Education & Culture	5
A. SCHOOL CAPITAL PROJECTS	
B. MAURY CENTER RENOVATION	
C. IDLEWILD'S DOWNMAN HOUSE	
D. EXECUTIVE PLAZA REUSE	
Economic Vitality	6
A. DOUBLE A BOND RATING	
B. REGIONAL TOURISM RETURN ON INVESTMENT AND MARKETING	
C. BUSINESS DEVELOPMENT TOOLKIT	
D. SHANNON ESTATE DEVELOPMENT	
E. VIRGINIA'S 400TH ANNIVERSARY CELEBRATION	
Rappahannock River & the Natural Environment	7
A. EMBREY DAM REMOVAL AND CANAL AERATION SYSTEM INSTALLATION	
B. RIPARIAN LAND PROTECTION	
C. KENMORE WATERSHED INFLOW AND INFILTRATION	
D. MAJOR SEWER SYSTEM IMPROVEMENTS	
Parks, Recreation & Open Space	8
A. DIXON PARK CONSTRUCTION	
B. BOYS AND GIRLS CLUB	
C. RIVERWALK DEVELOPMENT	
D. ARTHUR L. COSSEY WATER TREATMENT PLANT REUSE	
E. TRAIL DEVELOPMENT	
F. VETERAN'S WAR MEMORIAL	
Public Safety	9
A. POLICE HEADQUARTERS CONSTRUCTION	
B. FIRE STATION 3 EVALUATION	
C. POLICE DEPARTMENT ACCREDITATION	
Transportation	10
A. FRED CENTRAL AND BUS MAINTENANCE	
B. WILLIAM STREET IMPROVEMENTS	
C. FALL HILL AVENUE AND THE PPEA	
D. FUTURE OF FREDERICKSBURG REGIONAL TRANSIT SYSTEM	
E. TRAFFIC CALMING AND PEDESTRIAN SAFETY	
F. RAIL STATION SAFETY	
Governance	11
A. FRANCHISE RENEWALS	
B. ANNUAL REPORT	
C. FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM	
D. NARRATIVE BUDGET	
E. GEOGRAPHIC INFORMATION SYSTEM	
F. PERSONNEL POLICIES AND PROCEDURES MANUAL	



Character of the City

Goal: Protect and enhance the character of Fredericksburg's historic area and urban environment in order to preserve our sense of place and ensure the City's continuing appeal to residents, business people, and visitors.

A. COMPREHENSIVE PLAN UPDATE

Adopt an update to the City Comprehensive Plan by early 2006. The Planning Commission and Planning and Community Development Department staff will encourage broad and diverse participation in the process by individual City residents, civic and neighborhood associations, and local businesses.

B. PRINCESS ANNE STREET GATEWAY OVERLAY DISTRICT

In conjunction with the Comprehensive Plan update process, adopt a Princess Anne Street Gateway Overlay District to protect this entry corridor to the Historic District.

C. HISTORIC PRESERVATION PLAN

Develop a Historic Preservation Plan to implement the goals and objectives of the new Comprehensive Plan.

D. HISTORIC DISTRICT ORDINANCE

Revise the Zoning Ordinance and Historic District Guidelines to clarify policies and procedures, particularly as they relate to new construction.

E. GEORGE STREET IMPROVEMENT PROJECT

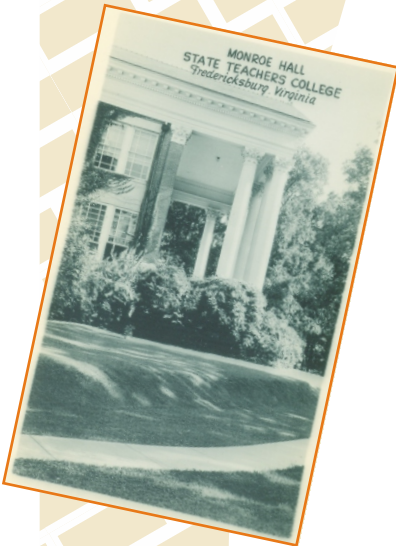
Complete the George Street Improvement Project that visually links the downtown with The Maury Center in Liberty Town by December 2006. This includes the continued installation of new brick sidewalks, decorative street lighting, and trees.

F. DOWNTOWN PARKING PLAN

Develop a Downtown Parking Plan and implement a strategy to better manage downtown parking by Fall 2005.

G. SOPHIA STREET PARKING DECK

Complete the construction of the Sophia Street Parking Deck by Fall 2005.



Neighborhoods

Goal: Protect and enhance the quality of the City's residential neighborhoods to promote livability and a strong sense of community.

A. NEIGHBORHOOD CHARACTER

Through the Comprehensive Plan update process, address issues such as non-residential encroachment and out-of-scale housing that threaten the character of established neighborhoods. Adopt necessary Zoning Ordinance amendments.

B. CONSOLIDATED PLAN FOR HOUSING

Adopt an update of the City's Consolidated Plan of community development priorities regarding affordable home ownership and homeless issues.

C. CONNECTIVITY

Develop streets, pathways, and sidewalks so that residents may move freely and easily between the different sections of the City. This will include movement from neighborhood to neighborhood and from neighborhoods to adjacent commercial areas. In 2005, the Recreation Commission Pathway Committee will review the concept of connectivity as it studies pathway and trail systems. In 2006, the results of analysis of connectivity by the Recreation Commission Pathway Committee and staff will identify an appropriate schematic, relevant connectivity arteries, potential connectivity arteries, and areas needing further study. The Planning Commission will review and update the Comprehensive Plan to address connectivity.

D. VACANT AND ABANDONED HOUSES

Develop a program to hasten the removal of at least five vacant and abandoned residential structures to make way for redevelopment of the lots.

E. MAJOR UNIVERSITY CAPITAL PROJECTS

Work cooperatively with the University of Mary Washington (UMW) regarding the impact on neighborhoods of new university capital projects. Items of interest include traffic, parking, and storm water runoff.

F. TREE PLANTING INITIATIVES

Adopt and implement a Tree Master Plan in 2005. The plan will designate approved species of trees and shrubs; designate priority planting areas in the City, including rights of way and parks; and set forth a planting schedule. Adopt a new Zoning Ordinance amendment in 2006 to formally require developers of new subdivisions to plant street trees.



Education & Culture

Goal: Provide for improved educational and cultural offerings to youth and adults by supporting the facility needs of our institutions.

A. SCHOOL CAPITAL PROJECTS

Work cooperatively with the Fredericksburg City Public Schools administrative staff to complete construction of the Lafayette Upper Elementary School by Fall 2005 and complete construction of the replacement James Monroe High School by Fall 2006.

B. MAURY CENTER RENOVATION

Work in partnership with the University of Mary Washington (UMW) and the George Washington's Fredericksburg Foundation (GWFF) to finalize a building program and architectural design for The Maury Center in Liberty Town. Determine the need for nearby structured parking. Identify all funding sources before proceeding. Position the project to begin renovation work in 2007.

C. IDLEWILD'S DOWNMAN HOUSE

Stabilize the historic Downman House, and determine the best way to preserve it. Seek historic site recognition for the house from the Virginia Department of Historic Resources.

D. EXECUTIVE PLAZA REUSE

Assist in the successful relocation of the Fredericksburg City Public Schools administrative staff and the Central Rappahannock Regional Library (CRRL) administrative staff to renovated space in the Executive Plaza Building (601 Caroline Street) in 2006.



Economic Vitality

Goal: Increase the prosperity of citizens and businesses and ensure adequate City revenues by (1) establishing Fredericksburg as a preeminent national tourism destination and (2) pursuing economic development and redevelopment opportunities that lead to high quality, sustainable employment.

A. DOUBLE A BOND RATING

Maintain the City's favorable bond ratings that reduce the cost of borrowing and ensure taxpayers that the City is on a sound financial footing. Current bond ratings are: Fitch IBCA, Inc. (AA); Moody's Investors Service, Inc. (Aa3); and Standard & Poor's Corp. (AA-).

B. REGIONAL TOURISM RETURN ON INVESTMENT AND MARKETING

Increase tourism's return on investment above the 2004 level. In doing so: (1) develop and utilize a new regional marketing plan that communicates clear direction, builds public support, and leverages private investment; (2) develop a brand for the Fredericksburg region that will help establish Fredericksburg, Stafford, and Spotsylvania as a major visitor destination; (3) sign a regional marketing agreement establishing the roles and responsibilities of each locality.

C. BUSINESS DEVELOPMENT TOOLKIT

In 2005, develop and distribute a business development toolkit to assist local businesses succeed in Fredericksburg. The toolkit will explain City permitting and licensing and include resource information on planning, marketing, and financing.

D. SHANNON ESTATE DEVELOPMENT

Work cooperatively with the owners and trustees of the Shannon Estate and the Fredericksburg Regional Alliance (FRA) to market the 78-acre property as a high-end employment center or corporate headquarters.

E. VIRGINIA'S 400th ANNIVERSARY CELEBRATION

Work cooperatively with City merchants and neighborhood and civic associations on improvement projects that prepare the City to host homecoming and other special events that help celebrate the 400th Anniversary of Jamestown in 2007.



Rappahannock River & the Natural Environment

Goal: Ensure the adequate supply of clean and safe drinking water and protect the natural beauty and historic resources of the Rappahannock River.

A. EMBREY DAM REMOVAL AND CANAL AERATION SYSTEM INSTALLATION

Assist the U.S. Army Corps of Engineers in the successful removal of the Embrey Dam and associated silt, the stabilization of the river banks, the historic interpretation of dam remnants, and the completion of the canal aeration system. Take advantage of all opportunities to secure by ownership, easement or proffer, the property along the Rappahannock River being used as a temporary engineer road in the dam removal project. Said property is a vital link in the pathway plan from City Dock to Motts Reservoir and would connect the current Canal Path to destinations such as Bragg Hill, Snowden Park, and Celebrate Virginia.

B. RIPARIAN LAND PROTECTION

Enact further protections for the City's 4,800 acres of upriver riparian lands. Work cooperatively with the host counties on protection strategies.

C. KENMORE WATERSHED INFLOW AND INFILTRATION

Reduce the potential for flooding and sanitary sewer overflows by constructing improvements that reduce stormwater inflow and infiltration.

D. MAJOR SEWER SYSTEM IMPROVEMENTS

Replace and enlarge the Lower Hazel Run sewer in 2006. This key line is the spine of the City's wastewater collection system. Design the Smith Run Interceptor Sewer project to begin in 2007.



Parks, Recreation & Open Space

Goal: Enhance the quality of parks and open space facilities, as well as recreational programming, to meet the needs of families, youth, and seniors.

A. DIXON PARK CONSTRUCTION

Complete Dixon Park Phase I (ball fields) in 2005 and Dixon Park Phase II (aquatics facility) in 2006. Begin preliminary architectural and engineering work on the Dixon Park Community Center (Phase III) in 2006 towards completion of the project in the 2009 time frame.

B. BOYS AND GIRLS CLUB

Work cooperatively with the Boys & Girls Club and The Sunshine Lady Foundation, Inc., to establish a new club building in the City.

C. RIVERWALK DEVELOPMENT

Advance the Downtown Riverwalk along the Rappahannock River by completing erosion control projects identified by the City's engineering consultant in 2005. Take advantage of property acquisition opportunities to create a riverfront focal point on Sophia Street.

D. ARTHUR L. COSSEY WATER TREATMENT PLANT REUSE

Remove the infrastructure of the Arthur L. Cossey Water Treatment Plant and complete a master plan for the reuse of the site as a neighborhood park near the Rappahannock Canal Path.

E. TRAIL DEVELOPMENT

With the help of the Pathways Committee, open at least one new biking/walking trail. Pursue state assistance and other sources to supplement local funding. Begin preliminary architectural and engineering work on a selected trail in 2005.

F. VETERANS' WAR MEMORIAL

Work cooperatively with the Fredericksburg Area Veterans' Council (FAVC) to construct a Veterans' War Memorial and related traffic islands and streetscape improvements on the George Street site in 2005.



Public Safety

Goal: Provide a safe and secure environment for those who live, work, and visit the City through high quality public safety facilities and systems.

A. POLICE HEADQUARTERS CONSTRUCTION

Begin construction of the new Police Headquarters and E-911 Communications Center in 2006 towards completion in 2007. Upgrade the E-911 Communication Center and record management system.

B. FIRE STATION 3 EVALUATION

Evaluate the need for a Fire Station 3 at or near Celebrate Virginia South to help ensure adequate protection of lives and property on the west side of Interstate 95. Examine fire and emergency medical service response times and mutual aid by neighboring counties to aid in this process. Take advantage of and donation or proffer opportunities.

C. POLICE DEPARTMENT ACCREDITATION

Assess the advantages of national and/or state law enforcement agency accreditation. Proceed, if advantageous.



Transportation

Goal: Advance the development of a surface transportation system that is safe, functional, and attractive for the benefit of motorists, pedestrians, and transit riders.

A. FRED CENTRAL AND BUS MAINTENANCE

Complete the construction of the new FREDericksburg Regional Transit Facility on its present site on Jefferson Davis Highway (U.S. 1 Bypass). Plan for and identify a suitable site for a bus maintenance facility. Apply for federal and state funds for such a facility.

B. WILLIAM STREET IMPROVEMENTS

Confirm William Street as the City's next major roadway improvement project to be completed by the Virginia Department of Transportation (VDOT) using the City's Urban Allocation for construction received from the state. Develop an affordable phased improvement plan to improve William Street [including the intersection with Jefferson Davis Highway (U.S. 1 Bypass)] and to alleviate congestion along that corridor.

C. FALL HILL AVENUE AND THE PPEA

Assess the advantages of using Virginia's "Public-Private Education Facilities and Infrastructure Act of 2002" (PPEA) to construct lane widening and pedestrian improvements to Fall Hill Avenue from the Rappahannock Canal through Bragg Hill to the west City limits. Assess the advantages of a new tax overlay district. If a PPEA offering is advantageous, begin reconstruction in 2006.

D. FUTURE OF FREDERICKSBURG REGIONAL TRANSIT SYSTEM

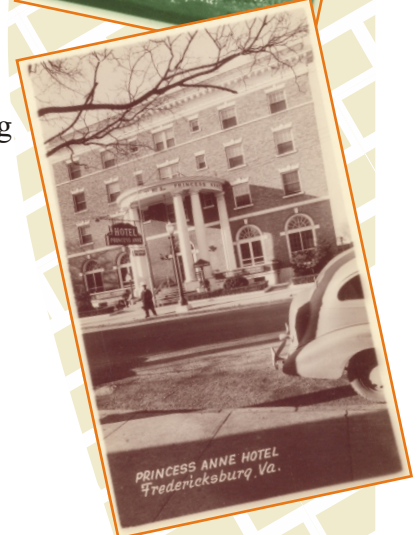
Complete a planning study of the future of the FREDericksburg Regional Transit system to examine the effects of expansion. Determine whether FRED should continue as a City department or become a regional entity.

E. TRAFFIC CALMING AND PEDESTRIAN SAFETY

Implement at least one new traffic calming and/or pedestrian safety initiative each year to improve roadway safety.

F. RAIL STATION SAFETY

Address underpass safety for pedestrians and vehicles. Work with state and federal regulatory agencies, the Virginia Rail Express (VRE), and CSX to press for track drainage repairs and concrete rehabilitation. Determine if a City project to improve underpass safety is warranted.



Governance

Goal: Pursue initiatives that provide better information, services, and consumer protection to citizens; and that help the City organization run more efficiently and effectively.

A. FRANCHISE RENEWALS

Work cooperatively with the Fredericksburg Cable Television Commission to renew the franchises with cable television service providers in 2005. Renew the electric power service franchise with Dominion Virginia Power in 2005. Include a cost-sharing provision for the relocation of electric wiring in underground conduits.

B. ANNUAL REPORT

Prepare and distribute an Annual Report of City government activities to residents in Fall 2005 and beyond. Display the report on the City Web site.

C. FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

Adopt a five-year capital improvement program that is affordable and that meets community needs.

D. NARRATIVE BUDGET

Prepare a narrative Annual Budget beginning in Fiscal 2006. Apply for the Government Finance Officers' Association (GFOA) budget award in Fiscal 2007.

E. GEOGRAPHIC INFORMATION SYSTEM

Implement the first phase of a Geographic Information System (GIS) by Summer 2006.

F. PERSONNEL POLICIES AND PROCEDURES MANUAL

Update the City's Personnel Policies and Procedures Manual. The current manual was adopted in 1993.



We Extend Our Reputation By Deeds

— City Motto

